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# Covered California

## Small Business Health Options Program (SHOP) Advisory Group

June 4th, 2014

# Small Business Health Options Program (SHOP) Advisory Group

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## I. Welcome and Introductions

# Small Business Health Options Program (SHOP) Advisory Group

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**Mira Guertin**

Policy Advocate  
California Chamber of Commerce

**David Chase**

California Outreach Director  
Small Business Majority

**Jorge C. Corralejo**

Chairman, Founding Member  
Latino Business Chamber of Greater  
Los Angeles

**Virginia Donohue**

Small Business Owner  
Pet Camp

**Tana Elizondo**

Insurance Agent  
Central Valley Life & Health Benefits

**Robin Muck**

SVP, Strategic Plan Operations  
The Children's Partnership

**Brent Hitchings**

Vice President  
Sales and Account Management  
Blue Shield of California

**Theresa Martinez**

CEO  
LA Latino Chamber of Commerce

**Emily Lam**

Senior Director  
Healthcare & Federal Issues  
Silicon Valley Leadership Group

**Gohn Marie McFadden**

President and Founder  
McFadden & Associates Insurance

**John Newman**

Executive Director  
California Exchange Operations  
Kaiser Permanente Health Plan

**Carla Saporta**

Policy Director  
Greenlining Institute

**Sam Smith**

President of CAHU  
Independent Agent & CAHU

**Micah Weinberg**

Senior Policy Advisor  
Bay Area Council

**Scott St. Clair**

Vice President, Sales  
Health Net

**Barbara Vohryzek (Ex Officio)**

Small Business Advocate  
California Governor's Office of  
Business and Economic Development

**Covered California Board  
Participants**

Paul Fearer  
Susan Kennedy



# Covered CA SHOP

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**Corky Goodwin**

SHOP Interim Director  
Covered CA

**Anne Gezi**

SHOP Manager  
Covered CA

**Bobbie Moore**

SHOP Technical & Operations Liaison  
Covered CA

**Becky Moore**

Policy Advisor  
Covered CA

**Efraín Cornejo**

SHOP Analyst  
Covered CA

**Dan Frey**

Agent Advisor  
The Tori Group

**Pat Flynn & Karen Meyers**

SHOP Project Managers  
Quantum Consulting

**Ashley Betchley**

SHOP Analyst  
Covered CA

**David Greene**

Advisor  
The Tori Group

**David Zanze**

President / Executive Sponsor  
Pinnacle Claims Management, Inc.

**Patty Benkowski**

VP Operations / Project Director  
Pinnacle Claims Management, Inc.

**Steve Mangapit**

AVP Operations  
Pinnacle Claims Management, Inc.

**Chris Patton**

VP Agent Sales & Management  
Pinnacle Claims Management, Inc.

**Shawn Balsdon**

N. Director Agent Sales & Mgmt.  
Pinnacle Claims Management, Inc.

**Rich Hines**

S. Director Agent Sales & Mgmt.  
Pinnacle Claims Management, Inc.

**Damian Williams**

Chief Information Officer  
Pinnacle Claims Management, Inc.

**Mark Noakes**

Project Manager  
Pinnacle Claims Management, Inc.

**Natalie Krosel**

Manager, PR & Communications  
Pinnacle Claims Management, Inc.

**Janice Tessen**

Director, Eligibility & Enrollment  
Pinnacle Claims Management, Inc.

**Mary Nelson**

Manager, Call Center Operations  
Pinnacle Claims Management, Inc.



## Covered California Governance

### Independent Public Entity with Qualified Board

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**Diana Dooley**, Board Chair and Secretary of the California Health and Human Services Agency, which provides a range of health care services, social services, mental health services, alcohol and drug treatment services, income assistance and public health services to Californians

**Kim Belshé**, Senior Policy Advisor of the Public Policy Institute of California, former Secretary of California Health and Human Services Agency, and former Director of the California Department of Health Services

**Paul Fearer**, Senior Executive Vice President and Director of Human Resources of UnionBanCalCorporation and its primary subsidiary, Union Bank N.A., Board Chair of Pacific Business Group on Health, and former board chair of Pacific Health Advantage

**Robert Ross, M.D.**, President and Chief Executive Officer of The California Endowment, previous director of the San Diego County Health and Human Services Agency from 1993 to 2000, and previous Commissioner of Public Health for the City of Philadelphia from 1990 to 1993

**Susan Kennedy**, Nationally-recognized policy consultant, former Deputy Chief of Staff and Cabinet Secretary to Governor Gray Davis, former Chief of Staff to Governor Arnold Schwarzenegger, former Communications Director for U.S. Senator Dianne Feinstein, and former Executive Director of the California Democratic Party



# Small Business Health Options Program

## Advisory Group Charter

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- **Purpose:** To provide advice and recommendations and serve as a sounding board to Covered California to assist in the continual refinement of policies and strategies to ensure we offer a unique value to small businesses that purchase coverage through SHOP.
- **Scope:** Provide input on strategies to raise interest in the SHOP and ensure that it provides value for small employers.
- **Structure:** Advisory Group members are selected for an initial two-year term and meet quarterly. The SHOP Advisory Chairperson will serve a one-year term.

## II. Service Center

# Service Center Statistics

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- Update and Overview
- Questions and Discussion
- Public Comment

# Service Center Statistics

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## Pinnacle Service Center Statistics Period May 1, 2014 thru May 22, 2014

<b>Call Statistics</b>	<b>Total</b>
Offered	14,302
Handled	13,640
Abandoned	662
Transferred	195
Average Calls Offered	895
Average Calls Handled	853

<b>Avg Handle Time</b>	10 min. 31 seconds
<b>% Abandoned</b>	4.60%
<b>Service Level</b>	95.03%
<b>Avg Talk Time</b>	10 min. 6 seconds
<b>Speed of Answer</b>	2 min. 25 seconds

# Service Center Statistics

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## E-mail Volume Period May 1, 2014 thru May 22, 2014

E-mail Volume by Month	Turnaround Time
March:: 1,496	4 days
April:: 1,455	4 days
May:: 872 (thru 5/15/14)	1 day

## Service Center Staffing As of May 22, 2014

Call Center staffing			
	FTE	Temp	Open
<i>CSR</i>	31	7	5
<i>Leads</i>	5	0	0

# SHOP Commission Statements

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- Late in Paying Agent Commission

## III. SHOP Operations

# SHOP Operations

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- Enrollment Statistics
- Questions and Discussion
- Public Comment

# SHOP Operations

## Enrollment Statistics

### SHOP Cases & Lives Sold By Effective Date

	# Groups	Subscribers	Dependents	Total Members
1/1/2014	490	2,449	1,256	3,705
2/1/2014	242	1,013	484	1,497
3/1/2014	233	1,147	434	1,581
4/1/2014	258	1,061	450	1,511
<b>Grand Total</b>	<b>1,223</b>	<b>5,670</b>	<b>2,624</b>	<b>8,294</b>
<b>Average</b>	<b>----</b>	<b>4.64</b>	<b>2.15</b>	<b>6.78</b>

# SHOP Operations

## Enrollment Statistics

### Groups Sold by Sales Channel & Effective Date

Sales Channel	1/1/2014	2/1/2014	3/1/2014	4/1/2014	Grand Total	% of Total
Agent Assisted	109	71	46	80	306	25.0%
Agent plus GA	271	125	129	118	643	52.6%
Employer Direct	110	46	58	60	274	22.4%
<b>Grand Total</b>	<b>490</b>	<b>242</b>	<b>233</b>	<b>258</b>	<b>1,223</b>	<b>100.0%</b>

### Lives Sold by Sales Channel & Effective Date

Sales Channel	1/1/2014	2/1/2014	3/1/2014	4/1/2014	Grand Total	% of Total
Agent Assisted	801	434	269	467	1,971	23.8%
Agent plus GA	2,435	868	1,092	865	5,260	63.4%
Employer Direct	469	195	220	179	1,063	12.8%
<b>Grand Total</b>	<b>3,705</b>	<b>1,497</b>	<b>1,581</b>	<b>1,511</b>	<b>8,294</b>	<b>100.0%</b>

# SHOP Operations

## Enrollment Statistics

### Lives (Subs + Dependents) Sold by Rating Region & Effective Date

Region #	Region Description	1/1/2014	2/1/2014	3/1/2014	4/1/2014	Total	Region % of Total
001	Rural North/Sierra	56	6	3	14	79	1.0%
002	Wine County	333	126	85	98	642	7.7%
003	Great Sacramento Region	233	42	45	66	386	4.7%
004	San Francisco	157	52	80	121	410	4.9%
005	Contra Costa	236	66	59	79	440	5.3%
006	Alameda	434	115	111	128	788	9.5%
007	Santa Clara	213	96	121	158	588	7.1%
008	San Mateo	116	56	75	59	306	3.7%
009	Monterey Bay	60	21	66	28	175	2.1%
010	Central Valley North	107	19	48	11	185	2.2%
011	Central Valley South	98	37	6	11	152	1.8%
012	South Coast	66	27	56	24	173	2.1%
013	Southern Desert		7	3		10	0.1%
014	Kern	15	16	25	8	64	0.8%
015	Los Angeles East	335	137	178	209	859	10.4%
016	Los Angeles West	451	263	261	175	1,150	13.9%
017	Inland Empire	310	131	133	104	678	8.2%
018	Orange County	174	104	113	112	503	6.1%
019	San Diego	294	174	99	139	706	8.5%
<b>Total</b>		<b>3,688</b>	<b>1,495</b>	<b>1,567</b>	<b>1,544</b>	<b>8,294</b>	<b>100.0%</b>

# SHOP Operations

## Enrollment Statistics

### Group Size (# of Employees) by Sales Channel

Sales Channel	Group Size									Grand Total
	1-5	6-10	11-15	16-20	21-25	26-30	31-35	41-45	46-50	
Agent Assisted	245	45	6	6	2		2			306
Agent plus GA	415	156	44	15	8	3	1	1		643
Employer Direct	255	16	3							274
<b>Grand Total</b>	<b>915</b>	<b>217</b>	<b>53</b>	<b>21</b>	<b>10</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1,223</b>
<b>% of Total</b>	<b>74.8%</b>	<b>17.7%</b>	<b>4.3%</b>	<b>1.7%</b>	<b>0.8%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>100.0%</b>

## IV. Health Plans

# Health Plans

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- Update
  - Product Offering
  - Alternate Benefit Design Proposals
- Questions and Discussion
- Public Comment

# SHOP Advisory Group

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**BREAK**

## V. Agent Update

# Agent Update

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- Agent Engagement
- Questions & Discussions
- Public Comment

# Agent Update

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## Recent Events

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- Kaiser Permanente Roadshow
  - 10 Southern California
  - 6 Northern California
- LAAHU University Day
- IIABCal Symposium
- OCAHU Business Development Summit

# Agent Update

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## Agent Service & Support Survey

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- Tell Us How We're Doing – Email Survey
  - Distributed to 12,000 Certified Insurance Agents
- Survey Area of Focus:
  - Service
  - System
  - Support
  - Product
- Results to be presented July 2014

# Agent Update

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## Agent Focus Groups

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- Regional Meetings June 2014
  - Workshop format
  - 10-12 Agents in each group
  - Discussion points from agent survey
- Schedule of Events
  - Fresno (June 5)
  - Walnut Creek (June 11)
  - L.A. (TBD)
  - Irvine (TBD)

# Agent Update

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## Agent Training

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- Upcoming Training
  - MediCal
  - Covered California “Tips and Tricks”
  - Special Enrollment Period
  - MAGI-Household Income Determination

## VI. Marketing & Outreach Update

# Marketing & Outreach Update

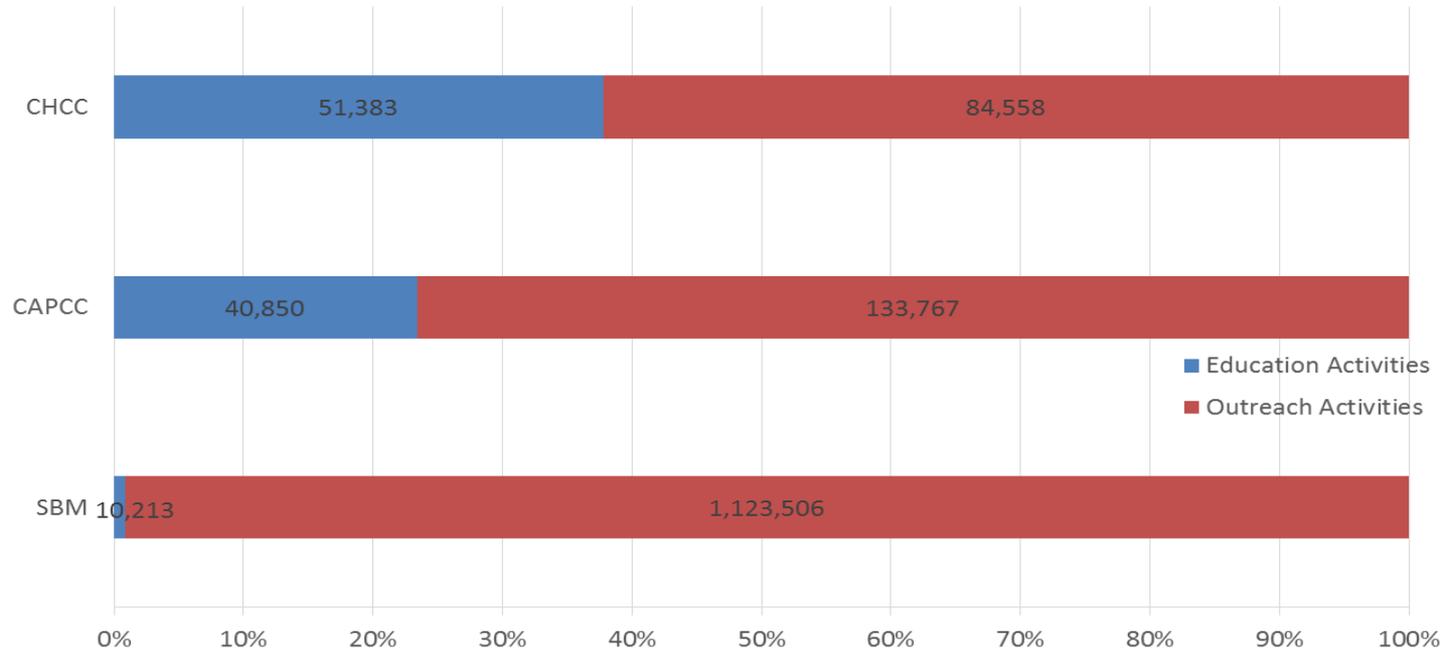
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- Small Business Outreach
- Small Business Marketing
- Agent Marketing
- Questions and Discussion
  - Public Comment

# SHOP O & E Grant Program Snapshot

## Education and Outreach Activities



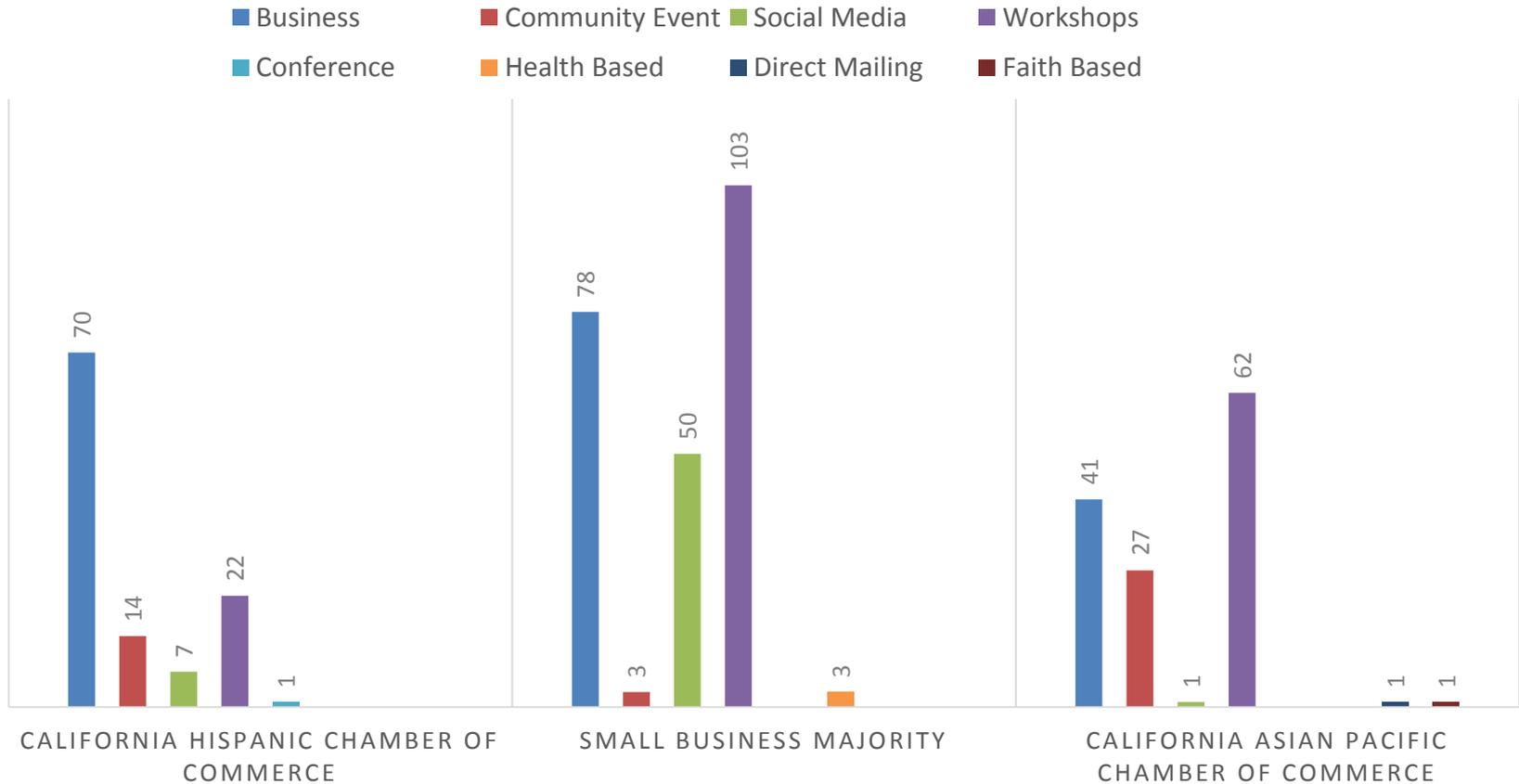
	SBM	CAPCC	CHCC
Education Activities	10,213	40,850	51,383
Outreach Activities	1,123,506	133,767	84,558
<b>Total reaches (O/E combined)</b>	<b>1,133,088</b>	<b>174,527</b>	<b>121,831</b>
<b>% Above Projection</b>	<b>2,0995%</b>	<b>266%</b>	<b>759%</b>

**Grand Total Above Projection**

**1,1559%**

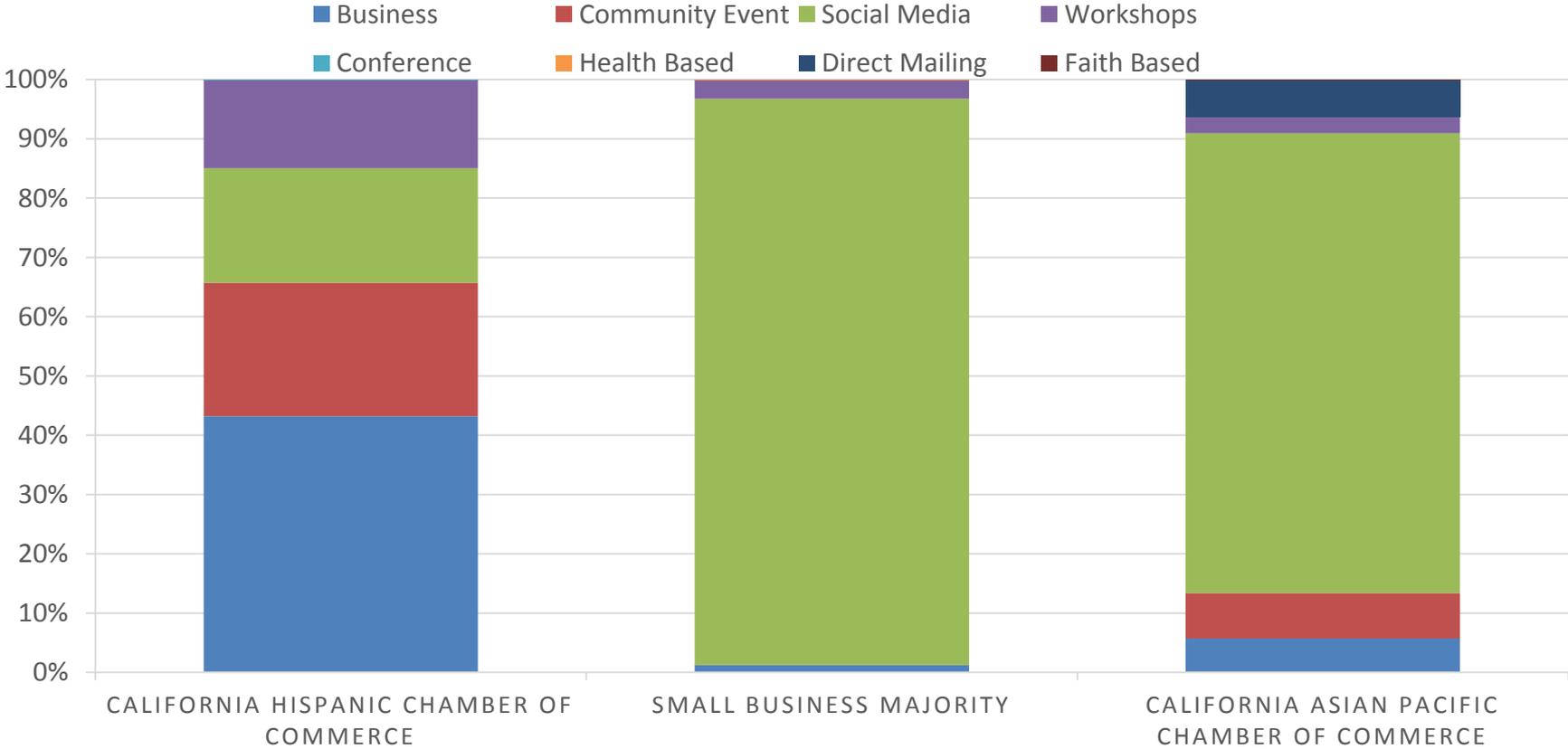
# SHOP O & E Grant Program Snapshot

## ACTIVITY TYPE – NUMBER OF ACTIVITIES



# SHOP O & E Grant Program Snapshot

## REACH BY ACTIVITY TYPE



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Waynee Lucero  
Program Manager  
California Hispanic Chambers  
of  
Commerce

## Considerations Going Forward

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### Educators working with CIAs

Is there a possible conflict of interest?

Are we efficient with our resources?

## Considerations Going Forward

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### Collecting consumer information

Are we positioned to succeed with our current strategies?

What is the expectation after a “lead” is generated?

How are leads being qualified?

# *Small Business Marketing:*

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## *The path forward*

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- Leveraging the halo effects from individual market marketing to reach small businesses
  - General consumer awareness has increased from 12% in July 2013 to 79% in February 2014 (NORC)
  - Leverage the individual market's social media platforms (Facebook, Twitter, Google+) to reach employees of small businesses
- Enhance ethnic advertising
  - Ad creatives: more ethnic representation visually
  - Ethnic media:
    - Add spanish-language media
    - Adjust media weight of english-language media to better reach African American, english-speaking Hispanic, and english-speaking Asian small businesses.

# Small Business Marketing

## Covered California SHOP Social Media Posts



**Covered California**  
May 15

This is Small Business Week, making it a good time to talk to your boss about health coverage. Learn what Covered California's Small Business Health Options Program (SHOP), a marketplace for businesses with one to 50 employees, can offer. Tax credits may be available. Read more about it here: <http://bit.ly/CoveredcaSHOP> #SBW2014

**Work got you covered?**

 **SHOP**

Unlike · Comment · Share 16

You, Sharon Krosel and 86 others like this. Top Comments



**Covered California** @CoveredCA · May 15  
Learn about #CoveredcaSHOP during #smallbusinessweek. Talk to your boss about offering health coverage. #SBW2014 [bit.ly/CoveredcaSHOP](http://bit.ly/CoveredcaSHOP)

Expand Reply Retweet Favorite More

*Leveraging Individual Market's Social Media Platforms:  
Facebook, Twitter, Google+*

# Small Business Marketing

## Covered California SHOP Marketing

	Estimated Media Index <sup>2</sup> Phase 1 (Mar-Jun'2014) English-Language Only	Ethnic-owned businesses as % of CA businesses with paid employees <sup>1</sup>	Planned Media Weight % Phase 2 (Aug-Oct'2014) English & Spanish	Regions with high concentration of ethnic-owned business communities
White	90	70.2%	65%	
Hispanic	210	8.1%	12%	<ul style="list-style-type: none"> <li>LA, SF/Bay Area, SD, Sacramento, Inland Empire, Central Valley</li> </ul>
African American	40	1.4%	3%	<ul style="list-style-type: none"> <li>LA, SF/Bay Area</li> <li>SD, Sacramento</li> </ul>
Chinese	330	5.6%	All Asians: 17%	<ul style="list-style-type: none"> <li>LA, SF/Bay Area</li> <li>SD, Sacramento</li> </ul>
Filipino		2.5%		<ul style="list-style-type: none"> <li>LA, SF/Bay Area</li> <li>SD</li> </ul>
Vietnamese		1.7%		<ul style="list-style-type: none"> <li>LA, SF/Bay Area</li> <li>SD, Sacramento</li> </ul>
Korean		3.3%		<ul style="list-style-type: none"> <li>LA, SF/Bay Area</li> </ul>
Other	n/a	10%	3%	

<sup>1</sup> Source: Census Data

<sup>2</sup> Media Index: Baseline media index is 100. A media index of 210 for Hispanic indicates that (English-speaking) Hispanic small businesses are 2x more likely than average to be reached by the selected media outlets.

# Small Business Marketing

## Marketing Plan

Media Vehicle	Activities	Phase 1 (Mar-Jul)	Phase 2 (Aug-Oct)
1. PRINT/BUSINESS MAGAZINE	• Business Journal in LA and SF only	X	X
	• <i>Add a Spanish print ad in Business section of Sacramento El Hispano (Other Spanish print pubs are being considered)</i>		X
2. ONLINE ADVERTISING (premium & programmatic digital, Mobile, Paid Social)	• Media index skewed toward Hispanic and Asian business owners.	X	X
	• Adjust media weight corresponding Small Biz distribution for Hispanic, AA, Asian (English ads)		X
	• <i>Add Spanish-language online ads</i> • <i>Add Black Enterprise.com</i>		X
3. PAID SEARCH	• Search Ads targeted at small businesses, using small-business & health focused keywords	X	X
	• <i>Add Spanish-language online ads</i>		X
4. SOCIAL MEDIA	• Leverage individual market's social media platforms	X	X
4. DIRECT EMAIL	• Expand email marketing with Small Business Majority. If SBM can segment the list in Spanish, CC can provide email blast in Spanish.	X	X



NOTE: Spanish Small-Biz Landing Page is to be updated

# Agent Marketing

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## Covered California Certified Insurance Agent Kit

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### *Includes...*

- Welcome Letter from Peter Lee
- Agent Marketing & Branding FAQs
- Agent Portal Overview
- Agent Contact Card
- SHOP Agent Guide
- Small Business Tax Credit Overview
- SHOP Enrollment & Eligibility Guide
- SHOP Standard Benefits 2014
- SHOP Benefits Tri-fold
- Individual Standard Benefits 2014
- Individual Benefits Tri-fold

# Agent Marketing

## Covered California SHOP Print Advertising



**Big choices for small business.**

Covered California's Small Business Health Options Program (SHOP) offers small businesses new choices for quality, affordable health insurance.

The SHOP marketplace allows employers to offer a choice of multiple plans that fit the needs and budget of their employees. With a single, consolidated monthly invoice plus simple administration, it's easy for small businesses to offer their employees big choices in health insurance.

**Learn more today!**  
☎ (877) 453-9198  
🌐 [www.CoveredCA.com](http://www.CoveredCA.com)

April 2014



**Discover new choices for your small business.**

Covered California's Small Business Health Options Program (SHOP) offers employers a new choice for quality, affordable health insurance.

The SHOP marketplace allows employers to offer a choice of multiple plans that fit the needs and budget of their employees. With simple administration and a single, consolidated monthly invoice, offering health insurance has never been easier.

**Learn more today!**  
☎ (877) 453-9198  
🌐 [www.CoveredCA.com](http://www.CoveredCA.com)

March & May 2014



**Exciting new choices for small business.**

Covered California's Small Business Health Options Program (SHOP) offers small businesses new choices for quality, affordable health insurance.

The SHOP marketplace allows employers to offer a choice of multiple plans that fit the needs and budget of their employees. With a single, consolidated monthly invoice plus simple administration, it's easy for small businesses to offer their employees big choices in health insurance.

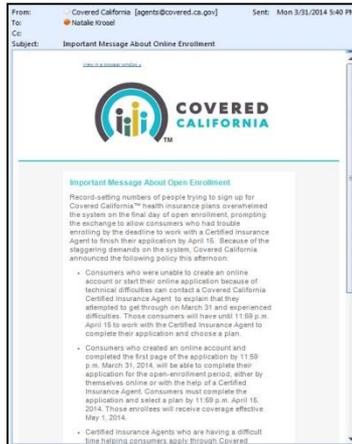
**Learn more today!**  
☎ (877) 453-9198  
🌐 [www.CoveredCA.com](http://www.CoveredCA.com)

June 2014

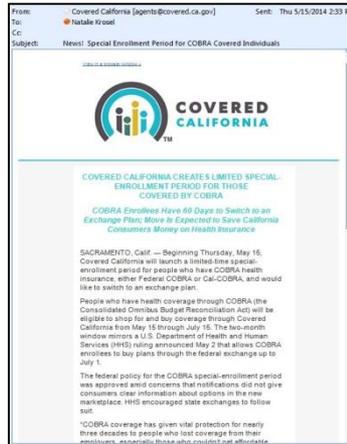
Ad Campaigns for *California Broker*

# Agent Marketing

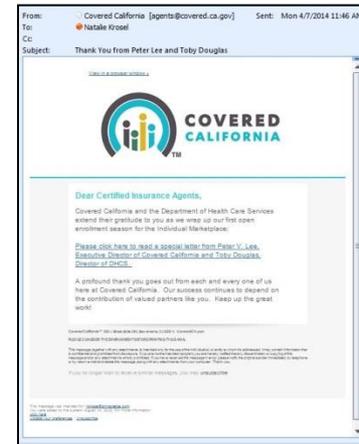
## Routine Agent Email Communications



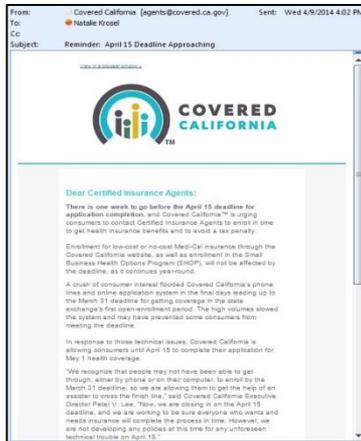
**Important Announcements**



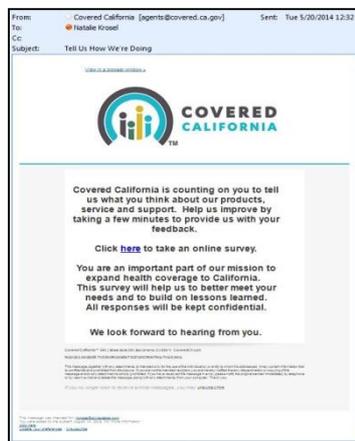
**Press Releases**



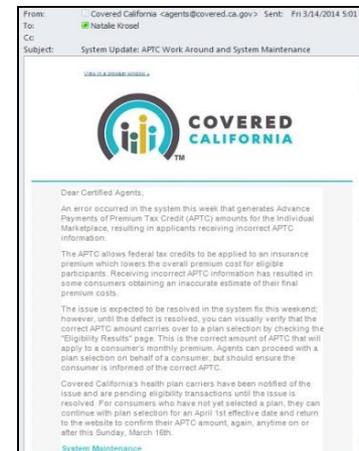
**Messages from Leadership**



**Training & Certification Updates**



**FAQs, Surveys, Webinar Invitations, Reminders**



**System Updates**



# Agent Marketing

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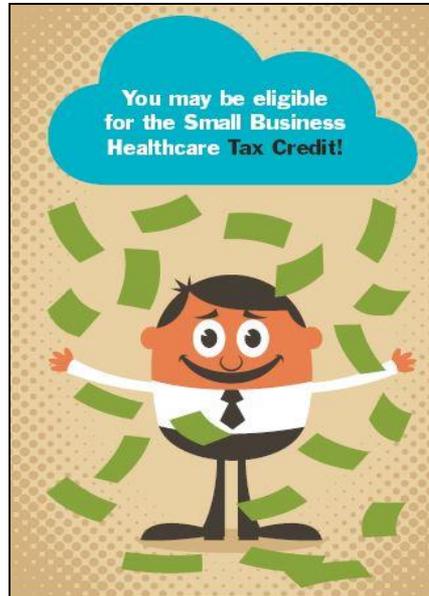
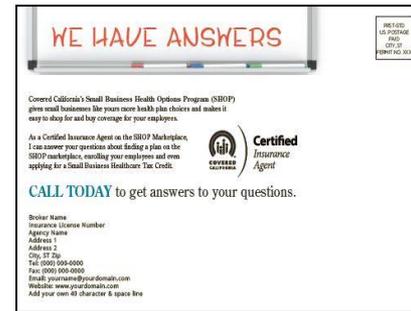
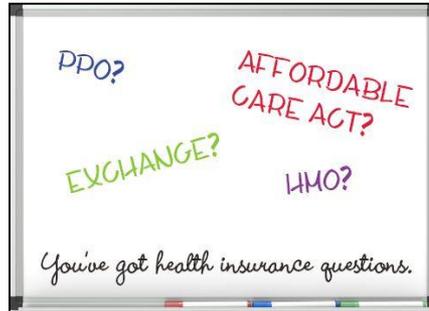
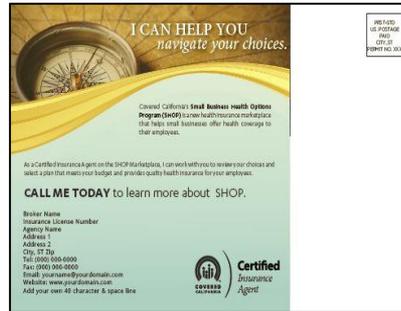
## Covered California SHOP Events

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- Participated in 120 SHOP specific events since August 2013
  - Audience of both small business and agent community
  - Partnered with SHOP Grantees on Chamber events
  - SHOP sales leadership attend as speakers or panelists
- More scheduled events for upcoming summer and fall seasons 2014

# Agent Marketing

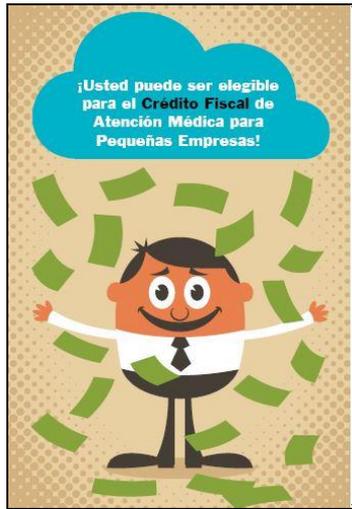
## SHOP Agent Direct Mail Program



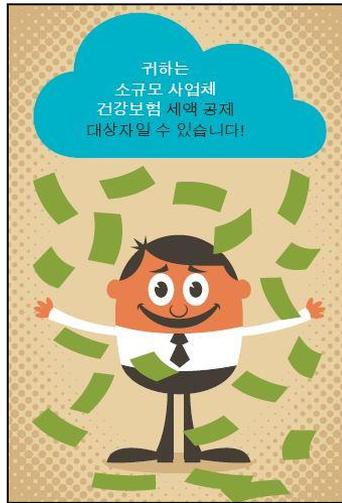
Examples of Postcard Creative

# Agent Marketing

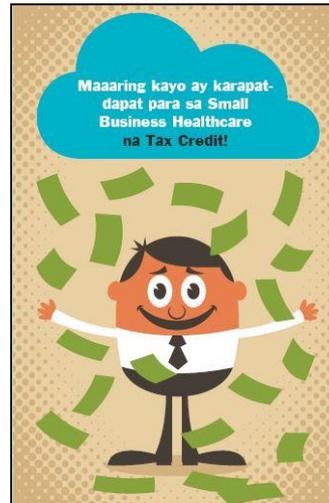
## SHOP Agent Direct Mail Program



Spanish



Korean



Tagalog



Vietnamese



Mandarin

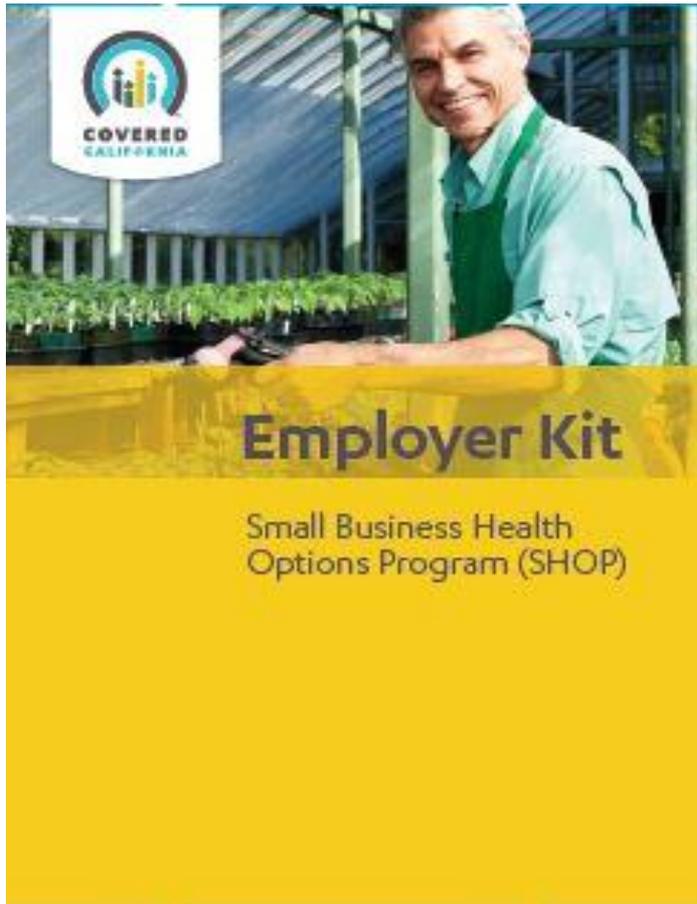
*Examples of Postcard Translations*

# Small Business Marketing

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## Covered California SHOP Employer Welcome Kit

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### *Includes...*

- Welcome Letter from Peter Lee
- Employer Guide
- Employer Change Request Form
- Employee Change Request Form
- SHOP Coverage At-a-Glance
- SHOP Contact List
- COBRA Rights & Information
- COBRA Election Form
- COBRA Cancellation Form
- COBRA Sample Termination Notice
- Small Business Tax Credit Fact Sheet

# Small Business Health Options Program (SHOP) Advisory Group

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Thank you!